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DD/S 71-1364

14 APR 1971

MEMORANDUM FOR: Director of Training

SUBJECT : Youth

COM

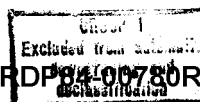
Hugh:

25X1 After an unseemly delay, herewith are some
comments on [] memorandum of 18 March 1971, returned
herewith.

25X1 [] suggestion, reflected in paragraph 4.a.,
that we bring in an outsider to study our society is not particularly appeal-
ing. I have several objections to the proposal. First and most important
is that the very problem of communication, for which we might read lack
of understanding, would probably prohibit bringing in such an individual
and turning him loose. I'm afraid that, even should such a study be made,
the people who need to be reached would not be. If we are going to
accomplish anything by way of a study, I should think that we would stand
the best chance of success if we could involve insiders who have already
established themselves with those whom they wish to convince. It may
well be that some of the work of [] should be become
involved in it, in the development and conduct of the new senior course
would come closer than an outsider hired for the purpose. Any attempt
to make an external study of Agency image I think would seriously risk
our taking a beating in the public press.

25X1 [] urging of a public relations effort is on
target and, as you probably know, some discussions have already been
held concerning the production of a scholarly reference or text book
which could be published either commercially or perhaps by the Govern-
ment Printing Office.

25X1 Regarding [] recommendation reflected in
paragraph 5, I must confess both frustration and pessimism and ask the
question "How do we convince the powers that be that such is needed?"

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Here I'm back again to the old business of communication. If either of the two parties involved don't want to communicate, they won't.

The final observation -- Maybe the Director's weekend out of town should not be with his Deputies, but with a representative group of the bright young juniors. Of course, he then would be faced -- as I fear he is already -- with the problem of communicating with his subordinates.

I fear that I have pretty much come to the conclusion that only time is going to resolve the problem, and I pray that not too much damage occurs while that time is passing.

RSW
Robert S. Wattles

Att

25X1 MPR dtd 18 Mar 71 by
School of Intelligence and World Affairs, subj:
Follow-up on Youth Forum Panel Critics

add/s:RSW/ms (14 Apr 71)

Distribution:

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OTR-6236

DD/S 2/-1090

18 March 1971

MEMORANDUM FOR THE RECORD:

SUBJECT: Follow-up on Youth Forum Panel Critics

1. Originally because of their request (and now because of the DTR's expressed interest in feedback from the "flap session" of the 10 - 11 February Forum on Youth and Student Affairs) I lunched with [] of OCI on 2 March. Although [] was absent the day of the "confrontation" in the auditorium, he was a key factor in assembling the panel on foreign youth which included two of the leading floor critics of the panel headed by [] on the Agency and domestic youth ([] of ONE). [] also had previously urged that OTR consider some sort of follow-up in the field of Agency-youth relations.

2. [] said he and [] (CA Staff) had been requested by the Inspector General to discuss with him views expressed at the [] panel session, and that both--in individual interviews--had emphasized to the IG that such criticisms of Agency management "is based on love for the Agency and a desire to make it a better organization." They felt the key problem was a "misperception of images and roles."

3. Nevertheless I found both pessimistic on the subject of youth in the Agency. Although [] had previously described himself as "personally not dissatisfied," he joined [] in an attack on the "falsely optimistic image" of the Agency which the [] panel had allegedly given. When I probed as to whether they thought the MAG's might play a role in opening better communications between management and youth, both denied any knowledge of them. ([] had mentioned them at the Forum panel.)

4. [] had the following specific suggestions for opening up communications with Agency youth:

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a. Since management apparently does not really know or understand what youth are like now or, because of the influx of younger people, what kind of changed social organization they now preside over, a respected sociologist should be brought on board to "study Agency culture" and try to get at the problem of roles, images and self-images in the organization. The results should educate both managers and youth.

b. The sociologist could "frame an appropriate questionnaire" to get at the problem first in the psychological pre-testing of applicants with follow-up a year or so later. This should help indicate the problem areas in the period of youth's adjustment to the organization.

c. He felt the Agency should acquire a firmer understanding than it seems to have on the score of its public image, particularly among the recruitable age and educational groups. Systematic sampling is preferable to the spot impressions apparently relied on.

d. He urged a vigorous PR effort, perhaps to the extent of giving a reputable historian access to "as much as possible" to produce "a scholarly public history" of CIA. He said he had particularly urged this on the IG who, himself a historian, had seemed interested in the idea.

25X1 5. [] concurred in all the above and, in further conversations, added the following: OTR should organize a substantive course or seminar somewhat along the theme of "the New Left worldwide (including U.S.)" which would (a) be a vehicle for further educating analysts to the problem; (b) interest "others who should be interested" in the analytical and operational aspects; (c) indirectly, be one of the "communications channels" between Agency management and youth.

25X1 6. A later telephone conversation with [] of ONE, 25X1 who along with [] was one of the most vehement critics of the [] 25X1 panel, produced the following suggestions:

a. That professionals at the GS-10 and GS-11 grades be included in Management Advisory Groups.

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b. That the Director and Deputy Director be "more accessible" than they are. (I asked for an elaboration of this, mentioning their appearance in the advanced training courses and at official ceremonies. He seemed to mean more accessible to lower levels and even to individuals with ideas.)

25X1 c. That the Director "appear on a TV talk show," as other department and agency heads do, to dispel the cloud of anonymity which, [] believes, fosters the more distorted images of the Agency.

25X1 7. [] reiterated to me what he had already told [] that his Forum criticisms were not personal but were inspired by a desire to improve the Agency.

8. Conclusions and Recommendations: On the basis of all the above, as well as some personal thought on the subject, I conclude that the Forum served as a catalytic agent in providing these young men--unexpectedly--with an opportunity first to "let go" some long pent up feelings and, as an afterthought, to begin some constructive--if at times naive--thinking about improvements. Most of their proposals obviously belong in other than OTR channels, but some definitely should be of direct concern to OTR:

a. The proposal for a substantive seminar (on youth or "The New Left Worldwide" or whatever) in paragraph 5 above.

b. The problem of attitudes toward the Agency as partially influenced by the image presented during the training period required of every new employee. (Reference to the proposal for a "sociological questionnaire" in paragraph 4 b above.

25X1 c. The PR problem of an "official public history" as approach-
25X1 able not as suggested in paragraph 4 d above, but at least partially via encouraging top management to permit commercial publication of the [] book minus the offending final section. This would involve [] willingness to decide to do this if given permission--it would not be Agency-sponsored in any sense.

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Aside from these proposals, OTR can continue its interest in the youth problem, both external and internal, by including aspects of it in each running of as many general courses as possible, particularly AIS, MEDC, the future Senior Seminar, and even--as an intelligence problem--the IWA.

I have just today become aware of the "Junior Officers Study Group" organized last week by Messrs. [REDACTED] Representatives of the group might well be invited--as panels of recent CT's and members of the various MAG's have been in recent runnings of the AIS and MEDC--to discuss their views with course members.

25X1

[REDACTED]

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